

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON**

In the Matter of Accepting the Multnomah County)	
Strategic Space Plan, as developed by SERA Architects)	RESOLUTION
and the Facilities Client Committee and Adopting Goals)	95 - 174
for Multnomah County Facilities and Space)	

WHEREAS, the Multnomah County Board of Commissioners directed that the Department of Environmental Services develop a comprehensive facilities space plan to provide strategic direction to the County's management, acquisition, lease, and disposal of County buildings; and

WHEREAS, the Department of Environmental Services developed such a plan, through the cooperative efforts of the Facilities Client Committee (FCC) and SERA Architects; and

WHEREAS, the planning approach utilized by the FCC and SERA included the following:

- o Development of Baseline Data on Existing County Facilities and Building Condition Assessments, including Structural, Seismic, Mechanical/HVAC, Indoor Air Quality, Electrical, Energy Efficiency and Operating & Maintenance Costs;
- o Departmental Needs Assessments, including Location, Adjacencies and Interrelationships, Selected On-site Surveys of Existing Space, Current & Projected Staffing, Growth and Space Projections over 10 Years;
- o Consultation with Community Experts in the areas of Real Estate, Public Relations, and Financing;
- o Development of Goals and Objectives for the Strategic Plan;
- o Development and Evaluation of Building Program Alternatives; and
- o Preliminary Analysis of Cost Implications of each Alternative.

WHEREAS, in their analysis SERA and the FCC identified several keys issues that the Strategic Plan must address to adequately address the County's future facility needs, including the following:

- 1) **Growing demands on the public safety system** created by population growth, public concern, demographic changes, shifts of responsibility to the County by the State (i.e., Measure 11), current overcrowding in existing detention and booking facilities, lack of program alternatives within the system, inefficient systems, and obsolescent facilities (i.e.: Multnomah County Corrections Facility, Courthouse);
- 2) **Growing demands on health and social service system** created by population growth, demographic changes (i.e., aging population, economic polarization), shifts of responsibility from the State to the County (i.e., mental health, CareOregon, CSD);

- 3) **Physically fragmented County support services** that hamper efficient service delivery both to internal County customers, as well as the public at large;
- 4) **Substandard working environment** in many County buildings, which is not conducive to employee satisfaction or productivity;
- 5) **Rapid deterioration of County facilities**, causing both a decrease in the value of County assets as well as increased liability due to associated risks;
- 6) **Seismic requirements**, which will necessitate major- and expensive - seismic retrofitting in many County buildings;
- 7) **Federal mandates**, such as Underground Storage Tanks and the Americans with Disabilities Act, which will also require costly modifications to County facilities;
- 8) **Overdependence on leases to meet growth needs**, a costly approach with no residual value to the County;
- 9) **County presence in the community** confused by myriad of facilities, without common identity; and

WHEREAS, the FCC and SERA have recommended specific goals and objectives; alternative strategic frameworks to consider to meet these goals and objectives; and recommended actions to be taken to implement the goals and objectives;

NOW, THEREFORE, BE IT RESOLVED by the BOARD OF COUNTY COMMISSIONERS as follows:

- 1) The Board of County Commissioners accepts the Multnomah County Strategic Space Plan, Phase I Report, dated June, 1995, and commends the Facilities Client Committee and SERA Architects for their excellent work in developing this plan.
- 2) The Board of County Commissioners adopts the following goals and objectives, as recommended in the Strategic Plan, as guiding principles for future County decisions regarding the management, acquisition, lease and disposal of County buildings, properties and facilities:
 - a) **Improve Critical County Facilities to a 40-Year Useful Life to Improve Functionality of Buildings and Preserve Assets.**
 - b) **Accomodate Current Space Needs to Reduce Current Overcrowding.**
 - c) **Meet Future Space Needs by Acquiring Additional Facilities to Accomodate Projected Growth.**
 - d) **Achieve Operational Efficiencies and Savings by Consolidating Functions.**
 - e) **Provide Well-located, Safe and Efficient Facilities to Provide Quality Customer Service and Increase Employee Productivity.**
 - f) **Incorporate Environmentally Sensitive and Energy Efficient Systems into County Facilities.**
 - g) **Respond to Technological Innovations and Incorporate Technological rather than Spatial Solutions when appropriate.**
 - h) **Pursue innovative arrangements for financing approaches including, but not limited to, public/private partnerships; ground lease of County properties in high value areas; lease-back and lease-purchase options, land swaps, and intergovernmental cooperation.**

3) The Board of Commissioners directs that the following standards be applied to guide facilities decisions in support of the goals stated above. Each future major facility project will consider the following, as recommended by the Facilities Client Committee:

- financial analysis establishing long term costs and benefits and their relation to the fiscal interests of the County over time;
- analysis of energy costs and the potential to reduce them;
- analysis of its consistency with community benchmarks;
- strategies for public review and participation;
- a plan for consulting with other governments and related service providers about potential opportunities for linkages and collocation;
- a survey of sites in the neighborhood occupied by other government services and related service providers;
- demographics of client populations;
- the character of the neighborhood, including housing trends;
- an assessment of transportation needs of clients and the match between the proposed location and the transportation options available to the clients.

4) As the future of the Multnomah County Courthouse and the provision of facilities to the State Courts is a significant factor in the County's future space plans, the Board of County Commissioners further directs that a Courts Task Force be established to develop an optimal solution to the space needs of the courts system. This task force should include members from all sectors of the public safety community, as well as representatives from local business, the legal community, Citizen Budget Advisory Committee, and the public at large. Issues addressed by the task force should include Courts facility needs; court operational issues (such as technological innovation and courtroom scheduling) to achieve maximum efficiency in space utilization by the court system in Multnomah County; and the interrelationships between the Courts and other ancillary criminal justice functions (such as the District Attorney, Community Corrections, etc.) as they relate to joint facility needs; and recommendations should incorporate the findings of the Multnomah County Auditor in his independent study to evaluate current Courthouse usage, operations, and future needs of the Courts system. This task force should be convened no later than September 1, 1995 and report their final recommendations to the Board no later than November 30, 1995.

5) The Board of Commissioners directs the County Chair to develop a recommended capital improvements plan for potential submission for voter approval. This plan should explore the feasibility of a regional integrated criminal justice facility(ies) and the potential long-term uses of the Multnomah County Courthouse, a new health facility and other alternatives proposed in SERA's report. This plan should further incorporate the recommendations of the Public Safety Facilities Task Force for future detention and community corrections space needs, as well as the recommendations of the Courts Task Force. In addition, this plan should consider seismic findings in affected facilities, current County facilities that could be disposed of or converted to other uses, and identifiable cost savings to Multnomah County taxpayers through increased operational efficiencies and/or reductions in leased costs, as suggested in the SERA report.

Also to be considered in the development of this plan is an evaluation of recent and future requests to the voters for funding by other jurisdictions and the feasibility of participation by the State of Oregon in implementation of the proposed plan. It is further directed that this plan be submitted to the Board of County Commissioners for their review and consideration no later than January 31, 1996.

6) For those capital needs not addressed in the plan above, the Board of County Commissioners encourages the County Chair to explore other creative and innovative financing strategies in the implementation of the goals and objectives adopted in this resolution. It is recommended that a task force be convened of business and community leaders, public officials, and private citizens and that this task force consider a variety of financing approaches, including but not limited to potential public/private partnerships; ground lease options for properties in high land value areas; lease-back and lease-purchase options, land swaps, and intergovernmental cooperation. The recommendations of this task force should be completed no later than September, 1996, so that they can be considered for incorporation into the County's 5-Year Capital Improvements Plan for County facilities.

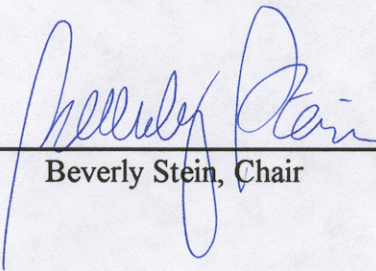
7) The Board of County Commissioners further directs the County Chair to provide periodic status reports to the Board on progress toward achieving the goals and objectives cited above, with the first status report to be transmitted to the Board no later than October 1, 1995.

ADOPTED this 3rd day of August, 1995.



**BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY**

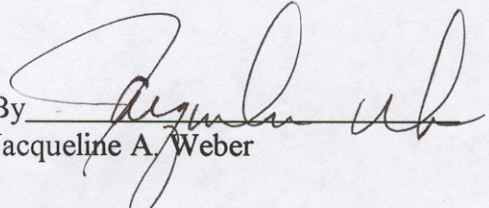
BY


Beverly Stein, Chair

REVIEWED:

LAURENCE KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

By


Jacqueline A. Weber